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Massachusetts Department of Social Services

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*A report on  
the 500 Day  
Action Plan*

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*Building a better  
future for today's  
children and families!*



## Interim Advisory Council

### Special Thanks

The following individuals serve as the Department's Interim Advisory Council, providing guidance, perspective and oversight on the implementation of recommendations from the Special Commission on Foster Care Report. This diverse group, representing a variety of professions continues to be a valuable resource to DSS as the agency moves forward.

Attorney Gael Mahony, Chair

Governor's Special Commission on Foster Care

Rudy Adams, Area Director

Department of Social Services

Robert A. Fields, III, Foster Parent, Member

Governor's Special Commission on Foster Care

Judge Christina Harms

Norfolk Probate and Family Court

Linda M. Luongo, Consultant, Member

Governor's Special Commission on Foster Care

Dr. Anthony Maluccio, Chair

The Doctoral Program

Boston College, School of Social Work

Virginia Melendez, Commissioner

Massachusetts Office for Children

Donald L. Polk, Associate Professor

Suffolk University School of Law

Julie Wilson, Director

Malcolm Wiener Center for Social Policy

Kennedy School of Government

Harvard University

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*"This is the first day in the rest of the life of DSS."*

— Governor William F. Weld  
accepting the report of the  
Special Commission on Foster Care  
February 1993.



## The Challenge



I began my tenure at the Department of Social Services in January 1993. At that time, DSS was at the tail end of a downward spiral that began the previous year. A single case started an avalanche of criticism and concern about how the state was handling some of its most vulnerable children and families. Public confidence in the Commonwealth's child welfare system had been seriously eroded. Every decision on the frontline was being second guessed; every policy called into question. Staff morale was at an all time low and the agency lacked leadership and direction.

As difficult as the year 1992 was for DSS, it was a year in which great consensus about the shortcomings of DSS had developed among staff, providers, lawmakers and the public. A unique opportunity for change emerged and set the stage for enormous progress. This set of factors became the foundation from which we began to build a model child welfare agency. Fortunately, DSS has an exceptional, truly committed and extremely professional staff serving as the backbone of the agency.

Early in 1992, Governor William F. Weld appointed a Special Commission on Foster Care headed by Attorney Gael Mahony. The Blue Ribbon Commission enlisted a diverse group of citizens and policy makers. After nearly a year of work and a month into my administration, the Commission released its report on February 11, 1993 making numerous recommendations for improving the Department.

Using the Commission report as our springboard, we began our own internal review and discussion about the direction in which DSS needed to move. In March, we held strategic planning sessions with a cross section of agency staff and developed a 500 Day Action Plan which has served as a blueprint for change during the past year and a half. Additionally, we have been continually guided by Gael Mahony and other members of the Foster Care Commission serving on an Interim Advisory Council. Other members of the Interim Advisory Council include judges, representatives from schools of social work, the Kennedy School at Harvard University, legal profession, foster parent community and the Office for Children. Governor Weld and Secretary Baker have lent their support to help DSS achieve much success.

As FY 94 draws to a close, so does the completion of the first 500 Days. I am proud of the work we have accomplished in 500 days and acknowledge that which lies ahead. This report aims to capture the spirit and chronicle some of the highlights of our successes as we have tried to remake the agency and restore public confidence in the Department.

It also serves as a window to the work performed at DSS and the issues facing today's children and families.

A handwritten signature in black ink that reads "Linda K. Carlisle".

Linda K. Carlisle, Commissioner  
June 1994

## The Mission

One of the most common criticisms of the Department of Social Services was that it was stretched too thin. The Department had an unclear, impossible mission. DSS was trying to unrealistically be all things to all people; it had evolved into the agency of last resort for those who could not access services elsewhere. This had a significant impact on staff who felt frustrated trying to meet the varied needs of clients, some of

which were not related to child abuse and neglect or parenting/family support issues.

One of the first critical tasks for the new administration was to clearly articulate a vision and mission for the agency. By doing so, the agency could better focus its resources and energy on the core functions related to the mission. After much discussion and debate, a mission was developed.

The primary mission of the Department of Social Services is to protect children who have been abused or neglected in a family setting. The Department will seek to ensure that each child has a safe, nurturing, permanent home. Additionally, the Department will provide a range of preventive services to support and strengthen families with children at risk of abuse or neglect.

The Department is committed to excellence. The guiding principles supporting this commitment and mission are:

- ◆ All people who come in contact with the Department will be treated with respect, dignity and fairness;
- ◆ Our staff will be professional, caring and competent, assuring the delivery of high quality services;
- ◆ Our staff, foster parents and services will reflect the cultural, ethnic and linguistic diversity of clients.

*"It is clear from the work that has already been done at DSS that this is one commission report that is not gathering dust in an office but providing the framework and direction to re-engineer the Commonwealth's child welfare system."*

— Attorney Gael Mahony, Chairman, Special Commission on Foster Care

## The Link Between Agencies



In DSS' critical role of protecting children and providing services to families, one thing is clear – DSS cannot do it alone. The Department must rely on the courts, schools, other state agencies and professions to effectively deliver services to children and families. With the mission clearly stated, a major piece of business needing attention was education and coordination with those outside of the agency. Working closely with the Executive Office of Health and Human Services, the Department continues to participate in a number of areas aimed at developing and strengthening linkages with other agencies. Below are some of the inroads that have been made in this area.

- ◆ Created an Office of Community and Intergovernmental Affairs.
- ◆ Participated in weekly meetings with all major health and human service agencies and the Department of Education.
- ◆ Developed and implemented a policy for Voluntary Placements for Children with Disabilities.
- ◆ Participated on an Interagency Task Force on Juvenile Sex Offenders to identify treatment options, target populations and policy issues.
- ◆ Developed and are implementing an Interdepartmental Service Agreement with the Department of Mental Retardation to ensure the continuity of services for young adults with mental retardation. This involved identifying and beginning the transfer of young adults 18 or over to DMR and developing a transition process for DSS clients as they turn 18 in the future.
- ◆ Began discussion with the Department of Youth Services around information and cost sharing for youth in both DSS and DYS custody.
- ◆ Developed a system with the Department of Public Health to receive priority service for obtaining birth certificates to facilitate adoptions.
- ◆ Increased linkages between DPH substance abuse programs for women and DSS Child Care programs.
- ◆ Developed an interagency agreement with DPH for early intervention services for eligible DSS families.
- ◆ Worked with the Probate Court to expedite adoptions.
- ◆ Began discussions with the Juvenile Court about improved cross system management of cases; proposed a possible scheduling strategy and DSS training of new juvenile court judges.
- ◆ Developed protocols with MHMA regarding discharge planning for children in psychiatric hospitals.
- ◆ Developed linkages between DPH and DSS regional offices to ensure access to medical services and case management for medically involved children and technical assistance and support for their social workers and foster parents.

## The Priorities

With a clearly stated mission, DSS was ready to set some key priorities to serve as the focal points of the first 500 Days. The priorities fell into two main categories – management/leadership and programmatic.

### Management/Leadership Priorities

One of the most often quoted phrases from the final report of the Special Commission on Foster Care is the one which likened the previous DSS organization to a head and body with no neck. There were 26 area offices operating as separate entities with little connection, direction or communication coming from central office.

Below are some of the highlights in the area of leadership and management that allowed us to create a solid foundation from which to strengthen the programmatic side of the agency.

- ◆ Established a new leadership presence through open communication and meetings with area office staff, legislators, providers, advocacy groups, the press and EOHHS agencies.
- ◆ Established bi-weekly meetings with area directors.
- ◆ Visited all of the area offices to emphasize the new mission and vision, discuss agency priorities and generate a dialogue with staff.
- ◆ Created a 500-Day Plan newsletter, “Moving Forward,” distributed bi-weekly to all staff and other interested parties.
- ◆ Established an Interim Advisory Council consisting of Commission members and professionals from academia, judiciary and child welfare to oversee the implementation progress of the 500-Day Plan.

- ◆ Reorganized management structure to emphasize case practice quality, program development, fiscal control and management information.
- ◆ Appointed two new Deputy Commissioners to focus on Field Operations and Clinical Services/ Program Development.
- ◆ Established six regional offices located in Boston, Brockton, Waltham, Lawrence, Worcester and Springfield.
- ◆ Integrated Family Life Centers into the Regional Offices.
- ◆ Established an Agency Re-invention and Integration Project Team.
- ◆ Created the Ombudsman’s Office.
- ◆ Revamped the Fair Hearings process to improve client access to DSS.
- ◆ Wrote and distributed a brochure describing what individuals can do if they question a decision made by DSS.
- ◆ Initiated an external training program to educate the public about the Department’s mission and new initiatives.
- ◆ Developed a long-term, consistent public relations strategy: profiles and pro-active articles in the Boston Globe, Boston Herald and local media across the state; meetings with editorial boards; radio and TV appearances.
- ◆ Developed a crisis protocol for handling difficult cases.

*“DSS is about helping children and families. By identifying key programmatic priorities, we are ensuring greater focus on the areas that will truly make a difference for so many in the Commonwealth.”*

— Lt. Governor A. Paul Cellucci

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*“Protecting children who have been abused or neglected and providing services to strengthen families is among the most critical work in state government. In doing so, we are building a better future for today’s children and families.”*

— Secretary Charles D. Baker,  
Executive Office of Health  
and Human Services

## Technology

The practice of case management by three ring binder is antiquated. DSS desperately needed an infusion of modern technology to enhance agency operations, improve the quality of casework and free up social work staff to spend more time with families. Two major initiatives in the area of technology were launched during the first 500 days. DSS has hired a director of Information Technology Planning to oversee these and other technology projects.

This past January, the Pittsfield Area Office began the implementation of the first area office local area network (LAN). This project, which will be the model for future DSS infrastructure and applications, connects personal computers to each other as well as to other users of the Commonwealth's Wide Area Network. Pittsfield LAN users are working with Windows based Office Automation Tools, electronic mail and can access the ASSIST (Area-based Social Service Information System Technology) application. DSS has also begun the process of automating its legal activities. Through dial-in connections and advanced word processing tools, DSS lawyers are able to generate "boiler plate" documents and exchange them electronically.

DSS is aggressively pursuing project approvals through the federal government for a comprehensive child welfare information system entitled the Statewide Automated Child Welfare Information System (SACWIS).

SACWIS is designed to introduce, monitor and account for all factors of child welfare services, foster care and adoption assistance, family preservation, family

support services and independent living services. Legislation for SACWIS provides funding for the planning, design, development and installation of SACWIS. 75% federal financial participation (FFP) based on reimbursement of an expenditure is guaranteed through September 1996. After that point, FFP is reduced to 50% for ongoing SACWIS operation.

SACWIS will lead to improved case decision making and planning, better overall tracking of cases, a decreased paperwork burden for social workers and electronic data exchange between DSS and other state agencies. SACWIS will help facilitate DSS' goal for overall quality improvement.

DSS received \$2.5 million in a recent state supplemental budget. Additional funding must be secured through the Commonwealth's Information Technology Bond II and then DSS will obtain the 75% reimbursement for implementation based on expenditures.

Another goal is to build a DSS area-wide network that will be connected to the statewide system. This initiative will rely heavily on participation from the social work/clinical staff to identify ways technology can help them be more efficient and provide needed information.

Improvements in this area are expected within the next six months in some area offices. The overall rollout of desktop computers and local area networks is scheduled in advance of SACWIS applications so that area staff will have the opportunity to be trained and take advantage of generic applications like word processing, spreadsheets and forms development.

## Programmatic Priorities

The structural changes at DSS laid the groundwork for significant improvements in five key programmatic priorities – family based services, adoption, foster care, domestic violence and child care. These areas reflect the heart of our services to children and families.



## Family Based Services

A major piece of the DSS mission is to provide a range of preventive services to support and strengthen families with children at risk of abuse or neglect. The ultimate goal is to ensure families (regardless of their involvement with DSS) access to services that allow them to successfully raise their own children.

DSS completed a Request for Proposal process to award over \$52 million in family based services contracts. Such services as individual and family counseling, parent aides, intensive family preservation, child care, supervised visits and a host of others are being offered by community based providers. These programs focus on keeping families together whenever possible, returning children from substitute care when it is safely appropriate and/or transitioning children on to other permanent alternatives.

*[DSS] has taken the Commission's recommendations to heart and has moved aggressively to institute a number of programs and structural changes in the Department to improve DSS procedures."*

— Senator Richard Tisei



## Adoption

The Commission Report and the 500 Day Plan came on the heels of a report prepared by DSS entitled, "Who Are the Waiting Children?" The report painfully acknowledged that nearly 5,000 children in the system had a goal of adoption. At that time, DSS was finalizing about 500 adoptions a year. On an average, children were spending four years in foster care before finding a permanent home. In order to reduce the growing backlog and develop systems to effectively manage the children in need of adoption, DSS took a multi-faceted approach. The agency strengthened its case management of adoption cases, began a comprehensive recruitment campaign and worked with the courts to move the cases quicker. By the end of FY 93, DSS had completed 725 adoptions, a 21% increase over the previous year. In FY 94, DSS completed over 1,000 adoptions and approved 400 guardianships. This means a permanent home for over 1,400 children. Some of the achievements include:

- ◆ Initiated an Adoption Recruitment Campaign and Adoption Month activities.
- ◆ Reviewed and evaluated adoption protocols and guidelines for field staff.
- ◆ Completed guidelines and framework for the integration of Chapter 303 Adoption Law into daily case practice, including procedures and case consultation.
- ◆ Hired 77 new staff to focus on a backlog of children with a goal of adoption.
- ◆ Created four regional adoption recruitment units and an adoption unit in each area office.
- ◆ Increased number of adoptions legalized in FY 93 by 21% over FY 92 and by at least 40% in FY 94 compared to FY 93.
- ◆ Increased the number of minority children adopted to an estimated 40% of the total, compared to just 18% two years ago.

## Foster Care

The number of children in foster care has levelled off in recent years at approximately 10,500. The agency experienced a steady rise in the number of children, particularly younger children, in the late 80's. The number of children in foster care rose from 6,661 in 1986 to a high of 10,641 in 1992. This sharp increase was greatly attributed to the rise in crack use among women and their inability to care for their children.

Although the numbers have remained fairly steady throughout most of the 90's, factors including drugs, domestic violence, chronic neglect and abuse have had devastating consequences for children. Children are far more damaged and in need of services than they were 10 years ago. This situation presents challenges to the current system and underscores the importance of making improvements to meet the needs of these children and their families.

Foster parents provide a valuable service to the Commonwealth. They are truly heroes. Throughout the years, they have responded to the growing problems faced by children, opening their homes to all youngsters – from crack addicted infants, to children with AIDS, to disturbed adolescents. It is equally important that we maintain and recruit skilled foster parents to work in partnership with staff and providers and that we give support to these family resources. Below are some of the improvements undertaken in the first 500 Days.

- ◆ Developed guidelines for the placement matching process.
- ◆ Developed foster home recruitment protocols.
- ◆ Established a kinship care workgroup.
- ◆ Developed protocols for the placement of medically involved children.
- ◆ Established workgroups to assess the current foster care population as a first step to identifying better ways to serve them.
- ◆ Changed the foster care reimbursement system to bi-weekly to enhance cash flow for foster parents and signed up more than 1,500 foster parents for direct deposit of their reimbursement checks.
- ◆ Limited the total number of minor children (foster, adoptive, biological) in a home to eight.

*"Commissioner Carlisle has come in with a real openness and willingness to effect change. She took hold of the Special Commission Report, developed a 500 Day Action Plan and used it as a management tool to enhance the agency."*

— Julie Wilson, Director  
Malcolm Wiener Center  
for Social Policy and  
Lecturer in Public Policy,  
Kennedy School of  
Government at  
Harvard University



### Domestic Violence

Domestic violence has reached epidemic proportions in Massachusetts and all across the country. The stories in the newspaper and on the six o'clock news are frightening. What is equally horrifying is that children are caught in the eye of these storms. DSS estimates, probably conservatively, that about 70% of its cases involve domestic violence. DSS is the primary funder of shelters, emergency services and counseling programs for battered women and their children.

In FY 94, DSS completed a lengthy bid process to award over \$9 million dollars in services to battered women. This process also resulted in every area of the state having access to these services – something not previously possible – and the development of a computerized network to link programs across the state. Domestic violence programs throughout the state are providing emergency shelter with 24 hour staffing, legal advocacy and counseling to battered women and their children. Additionally, the following steps were taken:

- ◆ Added specialists in every region to advise area offices on cases involving domestic violence.
- ◆ Developed protocols and training to guide staff in this difficult area.
- ◆ Conducted four regional domestic violence conferences around the state.

### Child Care

The final programmatic priority for the first 500 Days was child care. This is a valuable preventive service in the battle against child abuse. It allows children to be seen outside of the home, provides a parenting model for their parents and brings families out of isolation.

DSS funds \$85 million providing just over 14,000 slots. The majority of child care is funded through contracts with child care centers across the Commonwealth and utilized by low income working families who meet specific eligibility requirements. Approximately \$32 million of this funding is used for DSS families. This type of child care slot includes transportation and social work support for the family.

In June 1994 the first 500 Days came to a close, just as the new director of child care stepped on board the agency. The goals remain – to enhance child care partnerships with the state and monitor community agencies.

DSS is also working closely with an outside firm with expertise in public child care systems to achieve improvements in the Department's management of child care programs.

## The Common Thread

The common thread that weaves the programmatic and leadership/management priorities together is quality assurance. As a state agency entrusted to care for abused and neglected children, it is imperative that the agency continually strive for excellence. Although numerous processes existed to review casework, it was unclear whether or not that information was as thorough as it needed to be or was being fed back into the system to make the necessary changes for improvement. In order to ensure both the delivery of high quality services and establish various feedback loops within the agency, DSS undertook a number of initiatives to strengthen case practice. Over time, these initiatives will begin to improve the professional quality of our case practice and, therefore, our work with families and children. Below are some of the highlights.

- ◆ Developed and implemented a Progress Supervisory Review system in February 1994 to ensure that each case is being reviewed by a supervisor at least on a quarterly basis. At the same time, DSS introduced a new service plan and training on the review and service plan. Both these initiatives allow us to identify what works with families, what doesn't, how we allocate resources and some of the current barriers to moving families along.
- ◆ Developed and implemented in December 1993 a Management Plan for field staff with performance goals which force DSS to concentrate its work in primary casework practice areas.
- ◆ Performed a comprehensive review of out-of-home placement.
- ◆ Developed screening, intake and risk assessment tools.
- ◆ Clarified DSS terminology regarding abuse and neglect.
- ◆ Began developing a quality improvement system including random sampling of cases.
- ◆ Designed a record reading tool for use in sampling cases.
- ◆ Developed a feed-back loop between Foster Care Review and field staff.
- ◆ Began the process of reviewing and revising the Case Practice Policies and Procedures manual.
- ◆ Overhauled the Case Investigation Unit report process (child fatality reports) to make them more timely, self-critical and to ensure follow-up on issues raised in the report.
- ◆ Formalized the clinical review team and began implementation of regional review teams.
- ◆ Reconstituted the Professional Advisory Committee, a group of outside professionals from various disciplines to review randomly selected cases, CIU's and make recommendations on practice and policy issues.

*"As a member of the area board for a local office, it has been exciting to see how the management plan is being translated into better case practice and better services for children and families at the community level."*

Julie Wilson, Director  
Malcolm Wiener Center  
for Social Policy and  
Lecturer in Public Policy,  
Kennedy School  
of Government at  
Harvard University

## The Revenue Project

*"The 500 Day Plan's special genius is that it organizes systems, policies and resources around the appropriate services of a child protective service agency, extending fairness at every juncture."*

— Linda M. Luongo,  
Member of the  
Special Commission on  
Foster Care and  
Interim Advisory Council.

During the first 500 days, DSS embarked on a major privatization effort to increase the amount of federal funds coming into the agency. This project has been identified as one of the most successful initiatives of all state privatization efforts. DSS has increased funds at the same time it has decreased the cost of bringing in the revenue. Below are some of the key successes.

- ◆ When FY 94 tabulations are complete, total revenue received will increase by at least 22% (from \$138 million to more than \$168 million) compared to FY 93 results. Title IV-E revenue received will increase by at least 47% (from \$58 million to more than \$85 million) compared to FY 93 results.

- ◆ Regulatory and policy changes have been completed in FY 94 to set the stage for generating additional Federal Financial Participation (FFP) in FY 95.

Despite these significant increases in revenue generation, the agency's cost for revenue management will decrease by at least 40% (from \$6.2 million to less than \$3.6 million) compared to FY 93 results.

The agency's cost per dollar of revenue received will be cut by more than 50% (from 4.5¢ per dollar to 2.2¢ per dollar).

## The Year Ahead

DSS has successfully harnessed the energy and enthusiasm garnered from a turbulent time to make significant strides toward creating a model child welfare agency. The agency's leadership has been able to capitalize on the commitment of its workforce. Clearly, today DSS finds itself in a much different and better place than it was 500 days ago. The agency is stable. There is strong leadership, an articulated mission and priorities. The Governor and Legislature have responded to the successes at DSS and recognized that without an infusion of new funding little more can be accomplished. The FY 95 budget will show an increase in support to help reduce social worker caseloads, expedite adoptions and implement information technologies within the agency. With many successes underway, DSS has identified the key areas still needing work. In FY 95, DSS will keep up the progress on the priorities begun this year and has set the following priorities to continue to move the agency forward.

- ◆ Improve the system for assessing provider services and programs.
- ◆ Further develop a quality assurance program for casework.
- ◆ Reduce social worker caseloads.
- ◆ Seek programmatic solutions for troubled adolescents.
- ◆ Restructure group care.

- ◆ Develop and implement a comprehensive statewide recruitment campaign for foster and adoptive resources.
- ◆ Continue the technology initiative.
- ◆ Improve management and coordination of child care.
- ◆ Improve mental health services for children and families.
- ◆ Enhance assessments/risk assessment of cases.

These efforts and changes will result in dramatically improved services for children and their families!



### ▲ Children Reported, Investigated and with Supported Investigation of Maltreatment

Calendar Year	# Children Reported	Annual % Change	# Children Investigated	Annual % Change	Number Supported	Annual % Change
1983	36,258	0%	26,204	0%	12,518	0%
1984	46,393	28%	34,326	31%	16,515	32%
1985	49,320	6%	35,971	5%	18,203	10%
1986	51,759	5%	35,085	-2%	18,291	0%
1987	52,391	1%	33,832	-4%	17,356	-5%
1988	61,506	17%	37,229	10%	18,957	9%
1989	70,713	15%	42,590	14%	22,532	19%
1990	82,831	17%	52,492	23%	28,621	27%
1991	88,748	7%	52,853	1%	28,048	-2%
1992	89,582	1%	47,960	-9%	24,601	-12%
1993	93,752	5%	47,587	-1%	24,186	-2%

### ▲ Age Distribution of Children in Foster Care 1986 – 1993

	0 – 2	> 2 – 5	> 5 – 12	> 12+	Total				
6/86	503	987	1,961	3,210	6,661				
6/87	517	3%	1,066	8%	2,078	6%	3,052	-5%	6,713
6/88	688	33%	1,229	15%	2,292	10%	2,851	-7%	7,060
6/89	893	30%	1,447	18%	2,727	19%	2,810	-1%	7,877
6/90	1,079	21%	1,890	31%	3,292	21%	3,099	10%	9,360
6/91	1,264	17%	2,168	15%	3,654	11%	3,427	11%	10,513
6/92	1,088	-14%	2,294	6%	3,742	2%	3,517	3%	10,641
6/93	963	-11%	2,202	-4%	3,531	-6%	3,632	3%	10,328

### ▲ Caseload Comparison 1986 – 1993

	Consumers	Families	Children < 18
6/86	74,769	25,035	40,511
6/87	66,016	21,208	37,397
6/88	67,658	21,821	38,792
6/89	70,052	22,442	40,497
6/90	80,090	24,946	46,403
6/91	81,975	25,994	47,922
6/92	72,128	22,570	42,367
6/93	72,340	22,133	42,656

## ▲ Spending Trends FY 89 through FY 95 Projected (In Millions of Dollars)<sup>1</sup>

FY 89	FY 90	FY 91	FY 92	FY 93	FY 94 Projected	FY 95 Estimated
371.757	400.750	408.105	409.871	415.818	458.019	467.796

<sup>1</sup> For all years, the expenditures are from direct state appropriations, retained revenue accounts and Social Service Block Grants (where applicable). The expenditures are exclusive of miscellaneous federal grants, allocations accounts for unaccompanied minors, voucher day care and teen parent services.

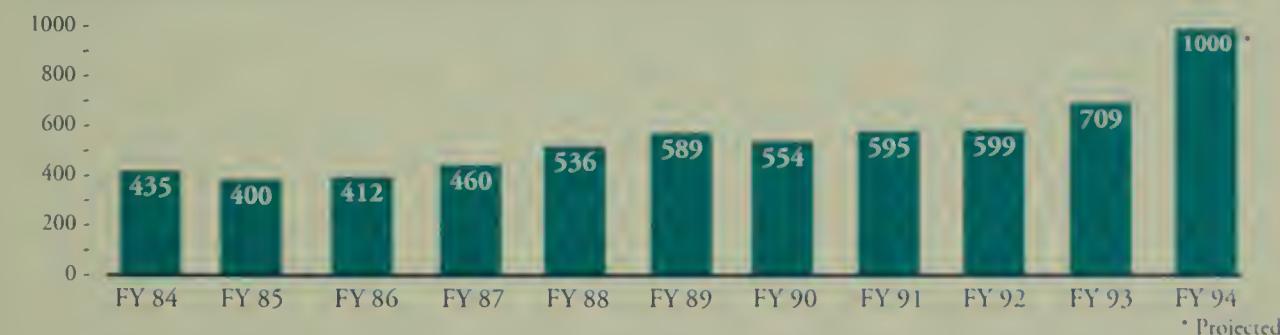
## ▲ Children on the Adoption Track

### Legal Status and Adoptive Home Identification



## ▲ Assignment Adoption

### Number of Children Adopted FY 84 – FY 94



## Considering Adoption?



The children featured on this page are in need of a permanent, loving adoptive home. For more information regarding adoption through the Massachusetts Department of Social Services, please contact the Adoption Family Resource Unit nearest you:

Northeast	1-800-432-1824
Southeast	1-800-432-6240
Boston	1-800-432-1828
Central/Western MA	1-800-222-0075



